

2017
2021

Bogan Shire Council Workforce Management Plan

DRAFT - ADOPTED BY MANEX 22 FEBRUARY 2017



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WHAT IS COUNCIL'S WORKFORCE PLAN?

Council's Workforce Plan sets out in detail the processes which Council uses to identify its current and future personnel requirements by ensuring that it retains existing staff and recruits additional staff so that it always has the right number of personnel doing the right tasks at the right time.

The current and longer-term aspirations of Council's Community have been detailed in the Community Strategic Plan and include:

1. Social
2. Infrastructure
3. Environmental
4. Economic
5. Civic Leadership

These aspirations will not be achieved however, unless Council has at its disposal adequate funding, assets and personnel.

The Workforce Plan aligns the key Human Resource strategy of Workforce Management with the other components of Council's Strategic Plan of Financial Planning and Asset Management Planning on a long term basis.

It is at this point that the Community's aspirations are to be strategically implemented or developed.

The outcomes and strategies for achieving our Community's aspirations have been succinctly detailed in the Community Strategic Plan under the above components, qualified as:

1. Social and Cultural, Community Centres, Inclusive Communities, Education, Public Health and Emergency Services.
2. Road Networks, Rail Services, Water, Sewerage and Communication Networks
3. Built Environment, Waste and Recycling, Natural Environment, and Health, Safety and Regulation.
4. Local Industries and Businesses, Tourism and Public Transport and Air Services.
5. Effective Local Government leadership, advocacy and governance, Best Practice management of our Business and Disaster Management.

Cultural Diversity

Of the total local government workforce in NSW, Aboriginal and/or Torres Strait Islander people make up 1.3%, this increases to 3.9% of the total rural council staff, and Bogan Shire Council has 22% of their employees identifying as Aboriginal and/or Torres Strait Islander.

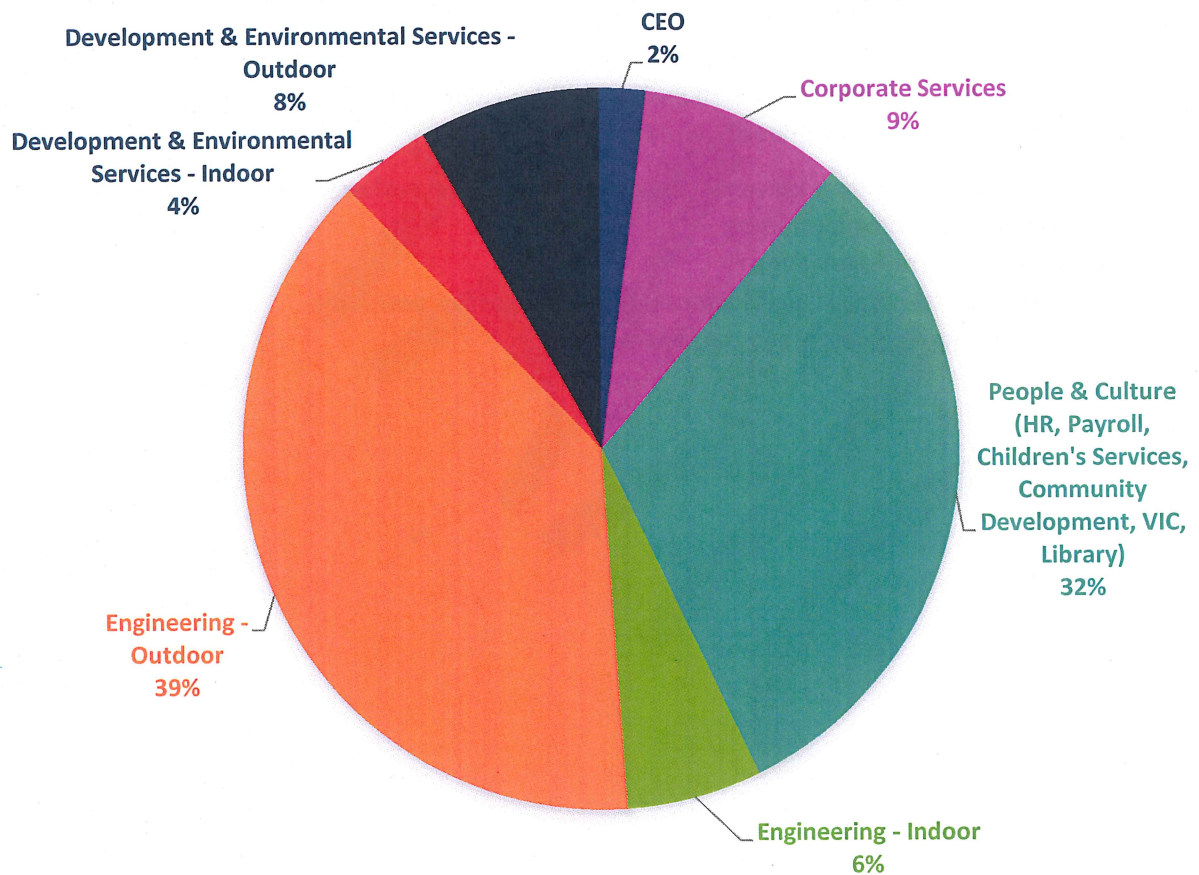
Age

Metropolitan councils have a higher proportion of younger workers (15-34 years) than regional and rural councils (31%, 25% and 27% respectively). Bogan Shire Council has 49% of their employees under the age of 40.

Flexibility

Rural councils were usually less likely to offer family-friendly/flexible initiatives than metropolitan and regional councils, except in relation to 9 day fortnight/compressed hours which they were more likely to offer than the other council types. Bogan Shire not only offers 9 day fortnights, but also a Flexitime system for other employees to increase flexibility and family-friendly hours.

EMPLOYEE DISTRIBUTION BY DEPARTMENT



B. Forecast Future Needs:

Planning and consideration of Council's Delivery Program and Operational Plan items were undertaken in order to understand our capacity and capability to deliver current and future work requirements and identify future skill and competency needs.

The previous workforce plan highlighted the fact that Bogan Shire Council's workforce is ageing and is characterised by relatively few younger people. Council committed to attracting more of the Community's younger people into its workforce.

Our recent analysis of Council's workforce demographics shows that approximately 49% of personnel are in the "40 years and Under" category, 51% being in the "41 years and Over" Category.

The current Trainee and Apprentice positions has increased the number of younger staff (35% of employees under 30), therefore succession planning has become an ongoing part of our workforce, with the senior staff passing on their knowledge through training of our younger staff.

The introduction of our Early Learning Centre, Medical Centre and the plans to build Senior Living Rental Units, will be the major impacts on our future needs. It is proposed that Council will be maintaining, if not slightly increasing its workforce numbers to fulfil the labour and maintenance demands and the newly created positions.

With the demand of the new facilities, certain skills gaps may be incurred, increasing the need for funding for training and certification.

C. Perform A "Gap Analysis":

Findings from our workforce analysis and forecasting steps, enabled Council to identify gaps between workforce demand and workforce supply, internal and external impacts, challenges on current resources, then identify potential actions.

Current statistics and our future needs do not highlight the potential for a balloon effect in workforce numbers, rather a gradual increase to meet demands as they present themselves.

As noted in our workforce analysis, the current Trainee and Apprentice positions and the increased number of younger staff, succession planning has become a part of our ongoing workforce.

One of Bogan Shire Council's main identified gaps is the availability of funding for training, and a focus will need to be placed on locating available funding and dispersing it to areas that need further certification and qualifications, which will in turn increase our skills base, employee retention and morale. As highlighted in our 'Forecasting of Future Needs', there may be a demand for further training to fill proposed upcoming positions.

Interviews and surveys have been undertaken with staff as the initial step in a detailed analysis process to highlight continued improvements in the way we work relating to:

- Workforce demographics (already discussed)
- Attraction of key personnel
- Retention of key personnel
- New methods of work
- New management systems to address technological change
- Up-skilling for lower level management

Continuous analysis and project work will include:

- Evaluation of positions (Organisational Restructure)
- Revision of Position Descriptions and their Task Components
- Assessment of the potential to introduce a Performance Appraisal (Employee Development Plan) stage for Council's revised Salary System, thereby enabling all the components of Council's formal Training Plan to be identified

ANNEXURE - ACTION PLAN

Issues	Implementation & Details	Target Date	Personnel
Regularly conduct Annual Skills Assessments	<ul style="list-style-type: none"> → Carry out Review → Implement Improvements 	Annually (July – August)	<ul style="list-style-type: none"> → General Manager → Department Heads
Continuously reviewing the Performance Management system	<ul style="list-style-type: none"> → Carry out Review → Implement Improvements 	Annually (July – August)	<ul style="list-style-type: none"> → Human Resources Officer → Department Heads
Review Performance Appraisal Effectiveness (EDP Review)	<ul style="list-style-type: none"> → Carry out Review → Implement Improvements 	Biennially (July – August)	<ul style="list-style-type: none"> → General Manager → Department Heads
Revise Position Descriptions & Task Components	<ul style="list-style-type: none"> → Carry out revisions 	At each new recruitment	<ul style="list-style-type: none"> → Human Resources Officer → Department Heads
Maintain updated list of identified skill & knowledge shortages	<ul style="list-style-type: none"> → Transpose from Appraisal process to produce listing 	At annual review by 30 th September each year	<ul style="list-style-type: none"> → Human Resources Officer → Supervisors → Department Heads → Consultative Committee
Research and participate in Training	<ul style="list-style-type: none"> → Allocate participants from listings as per needs → Research and access funding/grants → Schedule for “Refreshers” & subsequent stages (where applicable) 	Annually at EDP discussions and annual skills assessments (July – August and January to March)	<ul style="list-style-type: none"> → Human Resources Officer → Supervisors
Conduct annual assessment of Traineeships and apprenticeships	<ul style="list-style-type: none"> → Advertise → Renew Position Description → Appoint 	Annually as required	<ul style="list-style-type: none"> → Human Resources Officer → Department Heads
Induction & Mentoring	<ul style="list-style-type: none"> → Carry out concepts Training → Implement concepts 	On commencement of employment	<ul style="list-style-type: none"> → Human Resources Officer → Supervisors → Department Heads → Consultative Committee
Exit Interviews	<ul style="list-style-type: none"> → Research → Carry out concept Training → Implement concepts 	On termination of employment	<ul style="list-style-type: none"> → Human Resources Officer → Department Heads → General Manager
Policy Reviews	<ul style="list-style-type: none"> → Carry out Reviews → Revise Policies 	Annually and biennially	<ul style="list-style-type: none"> → Human Resources Officer → Department Heads → General Manager
Advertising the advantages of the Shire (esp. Nyngan)	<ul style="list-style-type: none"> → Prepare Promotional Pack for distribution → Embellish advertisements → Embellish Website 	At recruitment	<ul style="list-style-type: none"> → Manager People and Culture

4 DELIVERY PROGRAM

Summary:

- *This report is to provide information regarding progress with respect to the principal activities detailed in Council's adopted Delivery Program.*
- *The General Manager is required under the provisions of Section 404(5) of the Local Government Act to provide Council with regular reports regarding progress with respect to the principal activities detailed in Council's Delivery Program.*
- *Council previously resolved that these reports be provided in October and April.*
- *Managers responsible for each of the activities listed under the Strategies and Outcomes have indicated the current status of the activity.*

4.1 Introduction

The purpose of this report is to provide information regarding progress with respect to the principal activities detailed in Council's adopted Delivery Program.

4.2 Background

The General Manager is required under the provisions of Section 404(5) of the Local Government Act to provide Council with regular reports regarding progress with respect to the principal activities detailed in Council's Delivery Program.

Council previously resolved that these reports be provided in October and April.

4.3 Discussion

Attached to this report is a Delivery Program exception report showing those activities which are marked as:-

- Not started
- Not progressing
- Progressing with issues

All other activities are "Progressing – No Issues", or "Completed".



**General Manager's Report to the Ordinary Meeting of Bogan Shire Council
held on 27 April 2017**

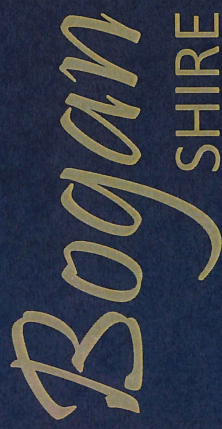
The report mirrors the layout of Council's Delivery Program and 2016/17 Operating Plan and Budget. Managers responsible for each of the activities listed under the Strategies and Outcomes have indicated the current status of the activity and, where appropriate, have included comments.

4.4 Attachment

Exception Delivery Program Report - 2016/17 Activities.

4.5 Recommendation

That the Delivery Program Exception Report be received and noted.



Report on Delivery Program 2016/17 Activities



Introduction

This report is presented to Council in accordance with the provisions of Section 404(5) of the Local Government Act which requires the General Manager to provide regular reports regarding progress with respect to the principal activities detailed in its Delivery Program.

Derek Francis
General Manager

1 - Building Our Community

1.1 Culture and Social

Outcome: Our community enjoys and actively participates in our rich culture, social environment and communal vibe.

Strategy	Activities	Council Lead	Status	Action Comments
1.1.2 Support all local communities, heritage and cultural groups to reconnect to, preserve and share our Shire's heritage and social history.	Continue to support the Nyngan Museum and Mid-State Shearing Shed Museum.	Manager People and Culture	Progressing – with Issues	Museum Coordinator resigned in March. No replacement as yet. Number of volunteers has reduced. Adverts placed in local paper.

1.2 Community Facilities

Outcome: We have attractive and well-managed community facilities that are regularly used and provide for valued recreational, sporting and cultural programs for our community and visitors.

Strategy	Activities	Council Lead	Status	Action Comments
1.2.7 Develop a plan of management for the Palais Theatre to support community activities.	Develop works program for renewal of seating and interior furnishings	Manager Development & Environmental Services	Not Started	Program of works to be developed
1.2.7 Develop a plan of management for the Palais Theatre to support community activities.	Seek grants for renovation of Palais Theatre	Manager Development & Environmental Services	Progressing – with Issues	Unsuccessful to date.

1.4 Children and Young People Support

Outcome: Children and young people are cared for, safe and are actively engaged with support and development opportunities to encourage them to reach their potential.

Strategy	Activities	Council Lead	Status	Action Comments
1.4.4 Provide opportunities for young people to be actively engaged in the development, design and planning of programs, services and infrastructure in which they are a stakeholder or user group.	Provide facilities, equipment and administrative support to StormCo group of volunteers	Manager People and Culture	Not Progressing	StormCo unable to attend Nyngan this year due to lack of volunteers.

2 - Connecting our Community

2.3 Active Transport

Outcome: Our network supports and encourages people to take up active travel such as walking and cycling to enhance their social and physical well-being.

Strategy	Activities	Council Lead	Status	Action Comments
2.3.1 Engage with potential users, especially schools, to determine preferred bikeway routes.	Increase cyclists and drivers awareness of each other and the importance of obeying the road rules	Manager Engineering Services	Not Started	Conducted by Police Liaison Officer at schools.
2.3.1 Engage with potential users, especially schools, to determine preferred bikeway routes.	Engage with schools to determine the preferred bikeway routes	Manager Engineering Services	Not Started	No alterations to routes at present

2.5 Rail Services

Outcome: Our rail connection provides a cost-effective and reliable alternative to other forms of transport for people and freight.

Strategy	Activities	Council Lead	Status	Action Comments
2.5.1 Investigate opportunities for the reintroduction of regular passenger services between Dubbo and Nyngan/Bourke.	Assess potential for possible opportunities to reintroduce regular passenger services to Nyngan	General Manager	Not Progressing	Not feasible in current market conditions.

3 - Managing our Environment

3.1 Built Environment

Outcome: The character, liveability and prosperity of our Shire are enhanced through sound urban planning processes and facilitation of developments in accordance with the Bogan Local Environmental Plan.

Strategy	Activities	Council Lead	Status	Action Comments
3.1.4 Ensure our community's buildings are safe, healthy and maintained through regular inspections and compliance with the NSW Building Certification Scheme.	All essential services measures to be inspected and certified	Manager Development & Environmental Services	Progressing – with issues	Some resistance from certain property owners
3.1.4 Ensure our community's buildings are safe, healthy and maintained through regular inspections and compliance with the NSW Building Certification Scheme.	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair	Manager Development & Environmental Services	Progressing – with issues	Some resistance from certain property owners

4 - Our Health and Safety

4.1 Environmental Health

Outcome: The health, safety and well-being of residents, workers and visitors is protected by providing effective licensing and regulatory services for commercial premises, essential services and animal management.

Strategy	Activities	Council Lead	Status	Action Comments
4.1.3 Conduct annual inspections of commercial premises to ensure compliance of the Building Code of Australia.	Monitor and review essential service register	Manager Development & Environmental Services	Progressing – with issues	Some resistance from certain property owners
4.1.3 Conduct annual inspections of commercial premises to ensure compliance of the Building Code of Australia.	Implement measures to encourage owners to comply with the provisions of the BCA	Manager Development & Environmental Services	Progressing – with issues	Some resistance from certain property owners
4.1.4 Continue ongoing management and control of companion animals and ensure owner compliance with NSW Companion Animals Act 1998	Carry out enforcement activities relating to dog control measures	Manager Development & Environmental Services	Progressing – with issues	Some resistance from certain companion animal owners

4.3 Public Health

Outcome: Our community has access to the medical services, facilities and programs it needs to enhance and protect our health.

Strategy	Activities	Council Lead	Status	Action Comments
4.3.1 Work with the community and the State Government to ensure medical, dental, specialist, mental health and allied health services and facilities meet the needs of residents and visitors.	Liaise with Western LHD to resolve relevant issues	General Manager	Progressing – with issues	Ongoing discussions concerning VMO contract

6 - Responsible Local Government

6.1 Leadership, Advocacy and Governance

Outcome: Bogan Shire council will deliver open, transparent and effective local government, lobbying on behalf of the community and working in partnership with regional bodies.

Strategy	Activities	Council Lead	Status	Action Comments
6.1.1 Facilitate meaningful engagement and consultation with the community and other stakeholders to progress the outcomes of the Community Strategic Plan.	As part of (iii) above, engage the community in a process to determine support for a special rate variation to fund asset renewals with a view to making application for a special rate variation in 2017/18.	General Manager	Not Started	Awaiting finalisation of new long term financial plan and maturity of asset management planning process.



Community Services' Report to the Ordinary Meeting of Bogan Shire Council
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REPORT TO THE ORDINARY MEETING OF COUNCIL – COMMUNITY SERVICES

Mayor and Councillors

The following reports are submitted for consideration:-

1 LIBRARY REPORT

Summary:-

The purpose of this report is to provide Council with information both statistical and informative in regards to the Library's function.

1.1 Introduction

The purpose of this report is to provide Council with information both statistical and informative in regards to the Library's function.

1.2 Background

Historically the Library Manager has provided this report for the information of Councillors.

1.3 Discussion

The Summer Reading Program continued until Wednesday 25 January. All Children who participated were awarded a Book Prize and certificate at the Presentation Party held on Wednesday 8 February at 3.30pm.

The Library was host to the Australia Day Poster Competition for primary aged children in mid-January. Sponsored by the Bogan Shire Council and Australian Red Cross, the children created posters for Australia Day which were judged and displayed at the Town Hall for Nyngan's Australia Day ceremony.

The Library held Activity Mornings with craft and Lego for primary aged children during the last few weeks of the summer holidays. Although not greatly attended those who came had a fun time.

On February 1, Councillor Greg Deacon and the Library Manager attended the North Western Library AGM, which was postponed from December 2016. The following items are of note from the meeting:-



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- Chairperson for 2017 is Councillor Pauline Serdity (Warren).
- Councillor Karlene Irving (Warren) was elected to the Executive Committee.
- Financial Report was given by Darren Arthur, Executive Officer: Total income \$216,836.59 and Balance as at 30/6/2016 - \$5,368.57.
- Regional Librarian and Shire Librarians reports were received and noted.
- North Western Library received a one off payment from the State Library for a project called Collaborative Incentive payment which is to used collaboratively between all our libraries – it was decided the funds of \$5,611.00 from each library would be spent on \$2,000 for Ebooks, \$2,000 for Talking MP3 books and \$1,611.00 for fiction books all categories. This will provide a good supply of new resources to our libraries.
- Council Contributions for 2017/2018: Operational Expenses - \$23,195, Management/Administration - \$10,862, Computer software maintenance - \$11,687, Technical Support Officer - \$6,312, Freight on stock rotation - \$692. Total of \$52,748.

The Library Manager attended the NSW Public Libraries Association Central West Zone meeting in Parkes on March 3. The following items were discussed at the meeting:-

- Three presentations from Bolinda, Book House and Wave Sound Ebook companies.
- A report provided by the Australian Public Library alliance.
- A report provided by the State Library representative.
- A discussion on training topics on Copyright, interacting/dealing with youth, and HSC workshops.
- A report on the finalisation of the "Books on Prescription" project.
- A report on managing resource sharing with events and author/speaker events.
- Library reports of major programs/activities.
- Networking opportunities with other librarians in our region.

The Library celebrated "Library Lovers Day" in mid-February, with a draw for a Chocolate Hamper. The draw was won by Mrs Pauline Serdity, Nyngan Home Care Co-ordinator.

Staff will be conducting the Library's bi-annual stock, which will take place from Monday 5 June to Wednesday 7 June. The Library will need to close for 2 days (i.e. Tuesday 6 and Wednesday 7 June). The General Manager has approved the closure of the Library on these 2 days as the staff will be conducting the stock take without the help of North Western Library staff.



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Statistics

Statistics for the past quarter dating from 1.01.17 to 31.03.17 are as follows with a comparison of the previous year figures for the same period:-

January 1 – March 31, 2016		January 1 – March 31, 2017	
Adult Fiction	933	Adult Fiction	797
Western Fiction	192	Western Fiction	51
Large Print	549	Large Print	594
Magazines	191	Magazines	194
Adult Non Fiction	93	Adult Non Fiction	118
Talking Books	40	Talking Books	53
Junior Fiction	317	Junior Fiction	277
Junior Non Fiction	23	Junior Non Fiction	5
Easy & Easy2 & RR	491	Easy & Easy2 & RR	545
Toys	17	Toys	18
Junior Talking Books	7	Junior Talking Books	13
Young Adult Fiction	127	Young Adult Fiction	49
Equipment	1	Equipment	1
DVD's	372	DVD's	517
TOTAL ISSUES	3316	TOTAL ISSUES	3263
TOTAL MEMBERS	2493	TOTAL MEMBERS	2564
New Members	18	New Members	21
Internet Usage hours	2122	Internet Usage hours	1281
IT Help	113	IT Help	143
Wi-Fi	81	Wi-Fi	360
People counter	3442	People Counter	3717
Reference Inquiries	106	Reference Inquiries	90

Library space/office use: 44 children used the children's area for play time, 17 community members used library space for study/work and Wi-Fi, and 17 clients used office space for 5 meetings.

Borrow Box Ebooks and eAudio are being used well.

Library loan statistics are slightly down, however the Library is being used increasingly in different ways. The people count has increased and clients are using more Wi-Fi, and visiting the Library for play, study and work, as well as spending time at the Library whilst waiting for appointments, car services/repairs, children's sporting activities etc.

Library staff also provide faxing, scanning, photocopying and laminating services.

As this report demonstrates the Bogan Shire Library provides many services to our community and the community is keen to use the Library for their various needs.



Community Services' Report to the Ordinary Meeting of Bogan Shire Council
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1.4 Recommendation

That the Library report be received and noted.

2 BOGAN BUSH MOBILE – TERM 1 REPORT

Summary:-

The purpose of this report is to advise Council on Term 1 2017 activities of the Bogan Bush Mobile Services.

2.1 Introduction

The purpose of this report is to advise Council on Term 1 2017 activities of the Bogan Bush Mobile Service.

2.2 Background

At the end of each term, the Director Children's Services provides a report to Council on the activities and statistics of the Bogan Bush Mobile service.

2.3 Discussion

Term 1 2017:

6 February 2017 – 31 March 2017

Statistics:

Total km Term 1: 43,575 - 52,030

Total kms travelled in Term 1: 8,455km

Total Children Enrolled: 81- official enrolments with a number of families yet to enrol via our new system.

Attendance for 2017 to date: 292 children at a total of 35 sessions.



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Current Areas being visited:-

Marthaguy, Marra, Hermidale, Girilambone, Trangie, Collie, Collierreina, Tottenham, Mungery, Warren, and Duck Creek.

Term 1 Activities:

BBM had a quiet start to the year as some sessions had to be cancelled due to the 42+ degree days. The majority of the cancelled sessions were in locations with outdoor venues, posing WH&S risks to both staff and the children and families.

With the weather cooling down numbers have picked up at all our venues. The end of Term 1 saw the Easter program commence, with everyone being involved and enjoying all of the Easter experiences.

The BBM staff have been busily programming some great educational learning experiences for Term 2 based on each of the children's interests and what can be extended on from last term within the BBM program.

Tottenham Expo

Tottenham Expo was held on March 25. The BBM team were asked to be a part of this day and they set up an amazing space for families and children to enjoy. Many children and families visited the BBM space throughout the day from all age groups and the staff received lots of positive comments about "*how great our space was*", and "*how much the children enjoyed it*".

New venue – Narromine

The BBM team have been asked to provide our service in Narromine, as families have heard how great our service is and because there are no other services like ours within this area. We have already received a large amount of enrolments for this venue, which will be great numbers for BBM moving forward under the new funding model.



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Funding changes for BBM and Budget Based Funding (BBF) funded projects

On Wednesday 28 and Thursday 29 March, the BBM Service Leader attended the State ICPA Conference at Bourke. The following motion was put forward by Lyndal Cleaver, Nyngan ICPA president.

That ICPA lobbies the Federal Minister for Education to keep the educational model for the Bogan Bush Mobile Service and puts provisions in place for the service to continue to provide an affordable, practical and vital early childhood education especially in areas of low population.

Explanation

The Bogan Bush Mobile has been operating out of Nyngan for 26 years and currently provides fortnightly, two hour educational sessions to approximately 210 children aged 0-6 across 11 localities and five Local Government areas. With the ceasing of the Budget Base Funding Model it will be required to operate under the Federal Government's Jobs for Families Package which will result in it transitioning to become a mobile child care provider.

To be viable under this funding model, the Bogan Bush Mobile would need to increase fees from \$5 per child to as much as \$24.60 per child per two hour session. Some venues would have to provide six hour child care sessions at an even greater expense. It is not realistic to expect rural and remote parents who travel long distances to attend sessions to drop their children, go to a job, and return to collect them within a six hour period.

The Director Children's Services and BBM Service Leader travelled to Sydney for the Budget Based Funded Mobile Services Forum, on Tuesday 7 March. The meeting was an opportunity for the department to further explain the new package and answer questions and concerns raised by the mobile services.

Key Points Raised at the Meeting included:-

- New information for services wishing to transition to "alternate funding". For us, this would most likely be the Department of Social Services. Whilst the "alternate department" has not yet been determined the department of education explained that services whom transition to the "alternate funding" model would be able to take the entire BFF funded amount with them to the new department. However there was no security as to how long this amount would be held for.



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- There was a clarification that parents or carers of children could stay at the session if that was the best option for them, as long as they sign care of their children over to the service this can be deemed as “child care” and we can claim CCB for these families.
- Session times could be from 2 – 6 hours depending on needs of families and the service, where previously the department was hoping for 6 hour, or longer sessions.
- The final major new information was that services could stay within both funding models so some venues could come under the department of Education and some under the “alternate funding model”. This would however create additional work in reconciling two differing funding models.

There were many questions asked around compliance and how regulations would be viewed under the new model. The Department of Education explained that there would be plenty of leniency in relation to the regulations and that the Minister’s rules would allow such flexibilities.

In closing there will be further consultations with PwC if and when the legislation is passed, but no further consultation would take place until such time.

Latest Funding Transition News

Legislation has been passed by the Senate. (see attachment) At this stage, Council and BBM’s position remains the same and further consultation with PwC will occur in the near future.

2.4 Attachment

BBF Transition Newsletter – Edition 10: February – March 2017 (Department of Education and Training)

2.5 Recommendation

That the Bogan Bush Mobile report be received and noted.



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Australian Government
Department of Education and Training

The BBF Transition Newsletter

Edition 10: February – March 2017

Update on the *Jobs for Families* Child Care Package

The Australian Parliament passed the Family Assistance Legislation Amendment (*Jobs for Families* Child Care Package) Bill 2017 (the Bill) on 27 March 2017. The Bill gives effect to the Government's *Jobs for Families* Child Care Package (the Package) including the new Child Care Subsidy (CCS), Additional Child Care Subsidy (ACCS) and strengthened legislative compliance provisions. The CCS and ACCS, together with the new Community Child Care Fund (CCCF), will commence in July 2018.

The Bill included an amendment to remove entitlement to the CCS for families with combined income of \$350,000 or more. This change is consistent with the Government's objectives to provide the greatest subsidy and financial support to families who earn the least. The Bill, Explanatory Memorandum and related documents are available at

www.aph.gov.au/Parliamentary_Business/Bills_Legislation/Bills_Search_Results/Result?bld=r5696

Next steps for Budget Based Funded (BBF) Transition

PricewaterhouseCoopers (the Consultants) have now completed the first phase of transition visits to BBF services transitioning to the Package, or other arrangements. These services will have received their transition reports and plans. BBF mobile services are encouraged to provide the Consultants with feedback or any queries on their draft reports so that these can be finalised. BBF Funding Agreement Managers in your state and territory are also available to discuss the reports with you.

BBF services are also encouraged to consider the transition options with their board and management committees. The Consultants will commence implementation support of transition plans shortly.

Update on the CCCF

In the November 2016 letter to BBF services, Minister Birmingham outlined enhancements to the CCCF which will increase flexibility and better support services working with disadvantaged and vulnerable families and communities. These changes include a separate non-competitive funding process for BBF services and longer term funding agreements of three to five years. BBF services should expect further communication shortly from the Minister for Education and Training, clarifying the outcomes from the passage of the Bill and the impact on BBF services.

In the new child care system, current BBF services will be able to access three streams of funding. Unlike the current BBF program, which is capped, income from the CCS can increase as the number of eligible children in attendance increases. Similarly, the ACCS will provide extra support for vulnerable families and children facing barriers in accessing affordable child care. These include where a child is at risk of serious abuse or neglect, grandparent primary carers on income support, families experiencing temporary financial hardship or low income families transitioning to work.

Opportunity through learning



Community Services' Report to the Ordinary Meeting of Bogan Shire Council held on 27 April 2017

October - November 2016

Under the CCCF, child care services will be able to apply for supplementary funding, in addition to any CCS or ACCS entitlement. The Government has committed that the equivalent of the current \$61.8 million allocation from the CCCF will provide a third funding stream for BBF services to ensure their viability in the new system. This is in addition to the CCS and the ACCS.

The Department of Education and Training (the department) is currently preparing draft CCCF program guidelines. BBF services will be invited to comment on these draft program guidelines in the next few months. For BBF services that don't primarily deliver child care the department will support their transition to alternative funding arrangements with other Australian Government departments. Before any funding arrangements are changed the department will talk with individual BBF services.

Overview of the National BBF Mobile Forum - 7 March 2017

The department invited BBF mobile services to the National BBF Mobile Forum to provide BBF mobile services an opportunity to discuss the transition to new funding arrangements and to share ideas and experiences with participants from similar services.

64 participants, representing 37 BBF mobile services attended the Forum. Services talked through some of their unique challenges in transitioning to the Package. Assurance was given that the government is committed to making sure that BBF services continue to operate and provide valuable child care and early education opportunities to communities across Australia.

The goal of the Mobile Forum was to better understand these challenges and work out ways of meeting them whilst focussing on the needs of communities. Around a third of BBF mobile services represented at the Forum saw their future as being able to transition to the CCS arrangements. Others were less clear and indicated they would need to have time to review the Consultant's reports and have further conversations with the department to understand what the options for them might be.

The design of the CCCF and the inclusion of a supplementary non-competitive funding round was discussed in detail. The non-competitive funding round means that the unique cost pressures faced by BBF mobile services such as transport and the increased volatility of year on year demand in small communities is able to be accommodated.

Mobile playgroup providers that use a model of delivery involving early childhood degree educated facilitators to provide playgroups will not be eligible for CCS because of the distinct differences between the playgroup model where parents retain responsibility for the child and child care where responsibility is managed by the educator.

Current funding arrangements will continue as is until June 2018. Services that do not deliver child care may choose to change their service model if they want to be funded as child care from July 2018. The Consultants will continue to provide tailored support to BBF services until their transition.

There was good discussion at the Forum about continuing case-by-case support for BBF mobile services to make sure they successfully transition to the new system or other arrangements. There were a range of questions raised at the Forum across timeframes, resources, and alternative funding. As these questions are relevant for all BBF services, the department will provide this information to services in the coming weeks.

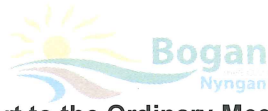
The department appreciated the open discussion and the valuable feedback received from the Forum participants and undertook to continue discussions as we move toward July 2018.

Timing of variation letters for the BBF Funding Agreements 2017-18

The department expects to issue funding agreement variation letters for the 2017-18 financial year in June 2017.

Need more Information?

For more information, please contact your Funding Agreement Manager or visit the department's web page at www.education.gov.au/jobsforfamilies



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held on 27 April 2017

3 ADOPTION OF COMMUNITY STRATEGIC PLAN

Summary:-

The purpose of this report is to present the draft of the 2017/2027 Community Strategic Plan (CSP) for Council's consideration and adoption as required by the provisions of the Local Government Act.

3.1 Introduction

The purpose of this report is to present the draft of the 2017/2027 Community Strategic Plan (CSP) for Council's consideration and adoption as required by the provisions of the *Local Government Act*.

3.2 Background

The CSP is the highest level plan that a Council prepares. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. Specific activities or actions under each strategy are being developed and these will be set out in the Delivery Program and the Operating Plan and Budget for consideration by Council in May and June.

3.3 Discussion

Council approved the draft CSP for public exhibition at its March meeting. The CSP was placed on Council's website, at the library and the front counter of the Council Chambers with a notice in the Nyngan Observer informing the community about the exhibition period.

No public comments were received during the exhibition period.

3.4 Attachment

Draft Community Strategic Plan 2017 - 2027.

3.5 Recommendation

That the draft 2017/2027 Community Strategic Plan be adopted.



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Theme 1: Social

Goal: An inclusive community that works together and is able to access services and opportunities to support our comfortable country living.

1.1 Social & Cultural

Outcome: *Our community enjoys and actively participates in our rich culture, social environment and communal vibe.*

Strategy 1.1.1

Continue to support and create opportunities for community festivals, events and cultural activities through planning, marketing, direct involvement and various forms of assistance.

Strategy 1.1.2

Support all local communities, heritage and cultural groups to reconnect to, preserve and share our Shire's heritage and social history, and continue to promote the attractions that contribute to the cultural and economic development of the Shire.

Strategy 1.1.3

Identify, respect and preserve sites and items of historical significance.

Strategy 1.1.4

Develop and support volunteer groups to carry out functions and projects for the benefit of the community and volunteers.

1.2 Community Centres

Outcome: *Our community uses and values the educational, recreational and social opportunities provided by our community centres.*

Strategy 1.2.1

Provide and maintain Nyngan Pool facilities to cater for a variety of users.

Strategy 1.2.2

Maintain and improve our parks, gardens and playgrounds to promote their use and enjoyment by the whole community and our visitors.

Strategy 1.2.3

Maintain and improve our sports grounds and active recreational facilities to promote the good health and well-being of the community through the diversity of sport and recreation on offer.

Strategy 1.2.4

Provide well maintained community halls and other similar facilities for community use.

Strategy 1.2.5

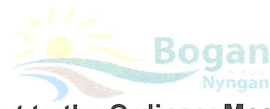
Provide well maintained Shire showground and equestrian facilities for community use.

Strategy 1.2.6

Support development of a youth centre that is maintained for recreational, educational and cultural activities.

Strategy 1.2.7

Provide and promote quality Library services.



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1.3 Inclusive Communities

Outcome: *Children, older people and people with disabilities are supported, feel secure, valued and are engaged in our community.*

Strategy 1.3.1

Provide childcare facilities, preschools, after hours care and playgroups that meet the needs of the whole community.

Strategy 1.3.2

Provide opportunities for young people to be actively engaged in the development, design and planning of educational and other programs, services and infrastructure in which they are a stakeholder or user group.

Strategy 1.3.3

Work with the community and Government agencies to understand issues and lobby Government to address them.

Strategy 1.3.4

Identify and support the social services needs of people with disabilities in the community and provide infrastructure to support assisted and independent living and social interaction.

Strategy 1.3.5

Identify and support a range of recreational, sporting and other opportunities for personal development, interaction and healthy lifestyle for seniors through education, support networks and facilities.

Strategy 1.3.6

Identify and support the social services needs of older people and active seniors in the community and provide infrastructure to support assisted and independent living and social interaction.

1.4 Education

Outcome: *Access to opportunities for education at all levels.*

Strategy 1.4.1

Provide a range of high quality primary and secondary education and vocational training facilities and opportunities.

Strategy 1.4.2

Provide support and encouragement for local people to obtain work in Bogan Shire after completing tertiary education.

1.5 Public Health

Outcome: *Our community has access to the medical services, facilities and programs it needs to enhance and protect our health.*

Strategy 1.5.1

Work with the community and the State Government to ensure medical, dental, specialist, mental health and allied health services and facilities meet the needs of residents and visitors.



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1.6 Emergency Services

Outcome: *Our fire, police and ambulance services provide effective and efficient services to the community to protect property and the safety of our community.*

Strategy 1.6.1

Protect people and property from fire related incidents.

Strategy 1.6.2

Provide an appropriate level of ambulance services for the community.

Strategy 1.6.3

Improve community safety and maintain low crime levels.

Theme 2: Infrastructure

Goal: Construct and manage reliable and efficient community assets that provide access to quality services.

2.1 Transport Networks

Outcome: *Our well-constructed and maintained transport network enables safe and efficient movement of people and freight throughout the Shire.*

Strategy 2.1.1

Efficient local and regional transport networks that meet community and business needs.

Strategy 2.1.2

Maintain state road networks to ensure provision of efficient transport links.

2.2 Rail Services

Outcome: *Our rail connection remains a cost-effective and reliable alternative for freight transport.*

Strategy 2.2.1

Encouraged increased use of rail for transporting agricultural and mining products.

2.3 Water

Outcome: *We have access to a secure water supply that is well-managed to provide us with a reliable, safe and cost effective service as well as raw water supply to villages.*

Strategy 2.3.1

Provide a financially viable, efficient, permanent potable water supply for Nyngan that meets best practice and has sufficient capacity for current and projected growth requirements.

Strategy 2.3.2

Enhance the security of our water supply, ensuring long term drought management plans are developed and water losses are minimised.



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2.4 Sewerage

Outcome: *We have a reliable, safe and cost effective sewerage service.*

Strategy 2.4.1

Provide a financially viable and efficient sewerage system that meets best practice and has sufficient capacity for current and projected growth requirements.

Strategy 2.4.2

Ensure effective management of liquid trade waste.

2.5 Communication Networks

Outcome: *The community has access to the latest communications infrastructure and technology to facilitate communications for learning, business and providing services to our community.*

Strategy 2.5.1

Maximise the coverage and availability of telecommunications infrastructure across the Shire.

Theme 3: Environmental

Goal: To support, enhance and preserve the environment of our shire through sound planning and management practices to ensure a sustainable, healthy and safe community.

3.1 Built Environment

Outcome: *Our Shire is enhanced through respectful planning processes and facilitation of development in accordance with statutory requirements.*

Strategy 3.1.1

Conduct periodic reviews of Council's planning instruments to ensure that land use planning supports the long term sustainability of our local communities and our economy.

Strategy 3.1.2

Development complies with Planning legislation, Local Government Act, Building Code of Australia and Local Council Policies.

Strategy 3.1.3

Ensure our community's buildings are safe, healthy and maintained.

Strategy 3.1.4

Develop and implement flood management plans for all urban flood plain areas.



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3.2 Waste and Recycling

Outcome: *Our waste stream is effectively managed, reducing waste to landfill and maximising resource recovery through recycling.*

Strategy 3.2.1

Provide efficient and cost effective kerbside collection of solid and recyclable waste.

Strategy 3.2.2

Operate the Bogan Shire waste facilities to comply with standards and regulations, ensuring it is environmentally sound.

3.3 Natural Environment

Outcome: *Our open space areas are protected and appropriately managed to preserve their valued use and biodiversity whilst minimising the impact of pollution and weeds on the environment.*

Strategy 3.3.1

Provide safe, high quality, well serviced and maintained parks.

Strategy 3.3.2

Protect and improve the amenity of the river corridor to enhance and increase utilisation for a range of recreational activities.

Strategy 3.3.3

Provide a clean and pleasant streetscape, ensuring regular street sweeping and cleaning of public spaces.

Strategy 3.3.4

Implement programs which foster responsible and protective behaviours towards reducing waste and litter pollution.

Strategy 3.3.5

Protect, preserve and enhance Bogan Shire's natural environments, waterways, flora and fauna through responsible development and management.

Strategy 3.3.6

Meet Council's obligations under the Biodiversity Act 2015 in respect of maintenance of noxious weeds.

3.4 Health, Safety and Regulation

Outcome: *Council meets its compliance and regulatory obligations concerning public health.*

Strategy 3.4.1

Liaise with Local Liquor Accord to ensure compliance strategies are maintained to maximise public health and safety.

Strategy 3.4.2

Ensure compliance with Safe Foods Standards.

Strategy 3.4.3

Continue ongoing management and control of companion animals and ensure owner compliance with NSW Companion Animals Act 1998



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Theme 4: Economic

Goal: A vibrant local economy with a diversity of successful businesses that provide local employment opportunities and contribute to a prosperous community.

4.1 Local Industries and Business

Outcome: *Local industries, including tourism, and the business that support them continue to grow and prosper.*

Strategy 4.1.1

Support and promote our local business and industry, to identify gaps and develop initiatives for sustainable economic growth and local employment opportunities.

Strategy 4.1.2

Support agricultural businesses so that they have the capacity to be a significant contributor to the local, regional and national economy.

Strategy 4.1.3

Work in conjunction with mining companies to obtain mutual benefit from an abundance of natural mining resources which provide our shire with opportunities for local economic growth and employment.

4.2 Tourism

Outcome: *Bogan Shire is regarded as a welcoming and attractive place for people to live and visit, producing services, cultural experiences and recreational opportunities.*

Strategy 4.2.1

Develop and implement a tourism strategy which includes the identification of potential opportunities for growth and new tourism products through consultation with stakeholders.

Strategy 4.2.2

Provide a welcoming aesthetic on the approaches to town.

4.3 Public Transport and Air Services

Outcome: *We have reliable, cost-effective and regular public transport and air services linking the Shire to Dubbo and beyond.*

Strategy 4.3.1

Identify gaps and opportunities and engage with stakeholders, to investigate options for improved public transport.

Strategy 4.3.2

Maintain airport facilities to meet required standards



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Theme 5: Civic Leadership

Goal: Strong, transparent and effective governance with an actively engaged community to ensure we remain Fit For The Future.

5.1 Leadership, Advocacy and Governance

Outcome: *Open, transparent and effective local government.*

Strategy 5.1.1

Facilitate purposeful engagement and consultation with the community and other stakeholders to progress the outcomes of the Community Strategic Plan.

Strategy 5.1.2

Provide accountability to the community by regularly reporting on Council activities through the publication of statutory reports, business papers, meeting minutes and general information.

Strategy 5.1.3

Councillors represent the interests of the community through strong and positive leadership and advocacy.

Strategy 5.1.4

Maintain effective partnerships through regional and industry bodies to collaborate on matters of mutual interest and lobby collectively on behalf of the community.

Strategy 5.1.5

Councillors take pride in our community, are inclusive and respectful, work together to get things done and contribute positively to our culture.

5.2 Managing our Business

Outcome: *Effective and responsive management of Council's resources and activities to deliver on our goals and strategies.*

Strategy 5.2.1

Undertake sound financial planning, management and reporting to fulfil our stewardship responsibilities and ensure that Bogan Shire Council remains financially viable.

Strategy 5.2.2

Manage our people effectively to ensure Council meets its goals and can implement its mission and deliver on its vision.

Strategy 5.2.3

Implement sound asset management practices to ensure adequate provision is made for the maintenance and long-term replacement of Council's infrastructure assets.

Strategy 5.2.4

Manage Council's operations effectively and on business-like principles to maximise service delivery for the community.

Strategy 5.2.5

Implement Council's Fit for the Future Action Plan to ensure that we retain our autonomy as a financially viable independent Council.



**Community Services' Report to the Ordinary Meeting of Bogan Shire Council
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5.3 Disaster Management

Outcome: *We have the capability to plan, arrange, and implement measures for the prevention of, preparation for, response to and recovery from emergencies.*

Strategy 5.3.1

Facilitate the Local Emergency Management Committee to ensure a co-ordinated response by all agencies having responsibilities and functions in emergencies.



Community Services' Report to the Ordinary Meeting of Bogan Shire Council
held on 27 April 2017

4 ADOPTION OF DISABILITY INCLUSION ACTION PLAN

Summary:-

The purpose of this report is to present the draft Disability Inclusion Action Plan 2017-2020 (DIAP) for adoption following public exhibition as required by the provisions of the Disability Inclusion Act 2014.

4.1 Introduction

The purpose of this report is to present the draft Disability Inclusion Action Plan 2017 – 2020 (DIAP) for adoption following public exhibition as required by the provisions of the *Disability Inclusion Act 2014*.

4.2 Background

Local government is required by the *Disability Inclusion Act 2014* (DIA 2014) to undertake disability inclusion action planning (DIAP) by 1 July 2017.

Council considered and approved the draft DIAP for public exhibition at its March 2017 meeting with certain amendments.

4.3 Discussion

The four key focus areas of the DIAP are:-

1. Developing positive community attitudes and behaviours.
2. Creating Liveable Communities.
3. Supporting Access to meaningful employment.
4. Improve access to services through better systems and processes.

Whilst it is a legislative requirement to have a DIAP and it does provides Council with a valuable guide to address certain issues, it needs to be acknowledged that for practical and financial reasons Council has to address these issues over a period of time and cannot do so immediately.

The CSP was placed on Council's website and Facebook page, at the library and the front counter of the Council Chambers with a notice in the Nyngan Observer informing the community about the exhibition period.

No public comments were received during the exhibition period.



**Community Services' Report to the Ordinary Meeting of Bogan Shire Council
held on 27 April 2017**

4.4 Attachment

Draft Disability Inclusion Action Plan 2017 - 2020.

4.5 Recommendation

That the draft Disability Inclusion Action Plan 2017 - 2020 be adopted.

Debb Wood

Manager People and Culture